Title 40/CCA LSS Initiative

Working Team Meeting

2 Sep 08

(Updated 8 Sep 08 by T. Minor)

AGENDA

Title 40/CCA Working Team

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Objectives:

- Define the Title 40/CCA Certification and Confirmation team's project scope
  - Identify the Process start and end → **85% COMPLETED**
- Identify the process elements
  - SIPOC (suppliers, inputs, process, outputs, customers) → **95% COMPLETED**
- Identify how we measure customer satisfaction
  - Critical To Quality Metrics (Process Outcome/Output measures) → **NOT STARTED**
- Understand next steps

Please make yourselves a team binder for materials and bring what we are working on with y
We will provide hardcopy updates, if not sent out electronically.

Time	Topic	Details	Facilitator
10 min	Review	Work Progress from 9/2 Team Workshop	Tomatra
30 min	Action Items & Homework	Bob Bolluyt: address Scope / Stuart Booth: address SIPOC model. Homework: Finalize "I" and "O" of SIPOC.	Tomatra / Stuart & Bob
50 min	SIPOC Overview	Introduce SIPOC Model created by core team. Discuss: 1) project work by functions, 2) project sub-team creation & identifying the right individuals	Tomatra / Ed
20 min	Project Planning & Management	Review project planning	Tomatra

CCA LSS Project Schedule

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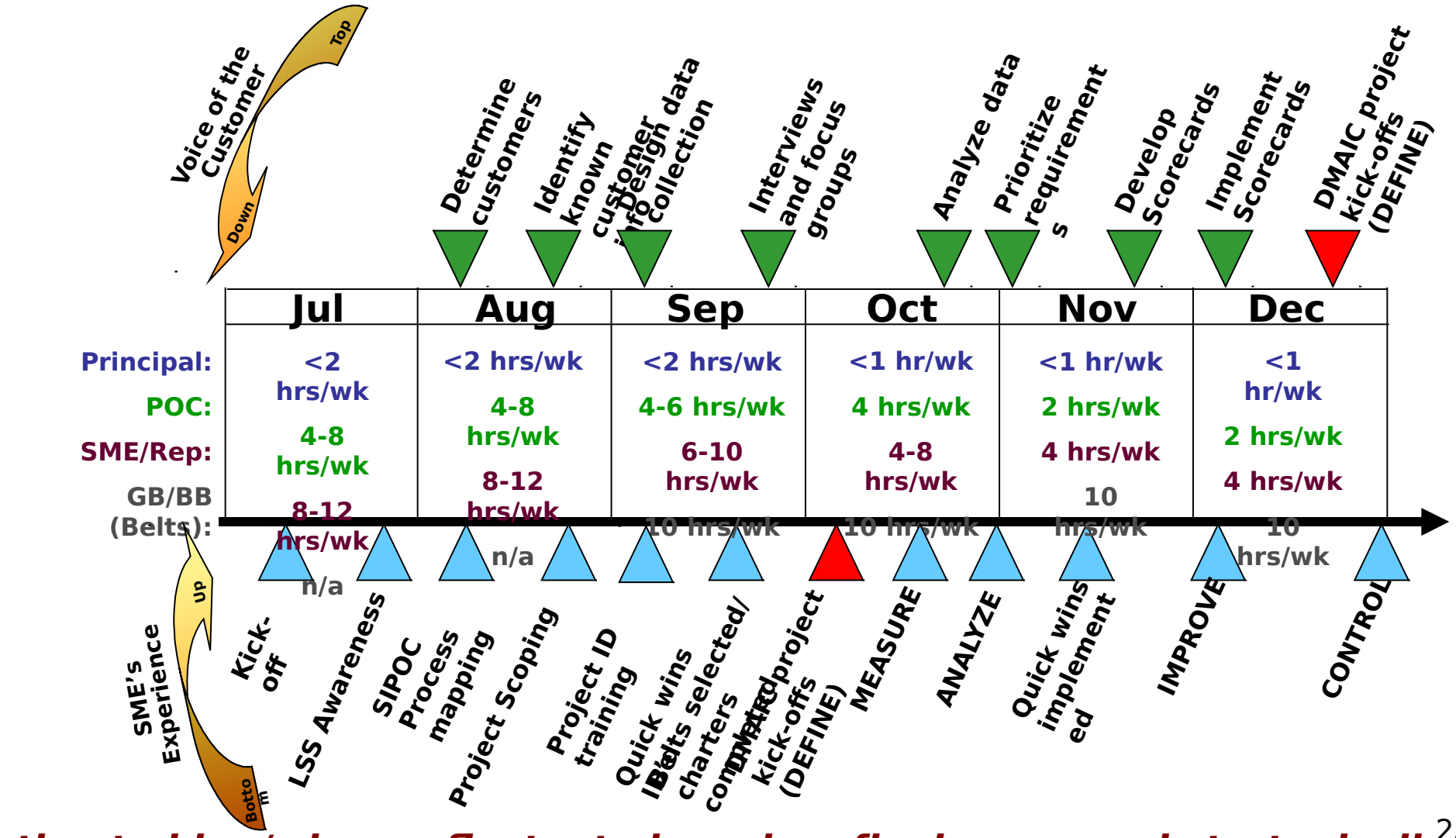


stimated hrs/wk may fluctuate based on final scope and strategic direc

Assumptions/Constraints

- **Resource Assumptions:**
  - Project staff resources will be available when and as they are needed

    (i.e.., green, black, master black belts)
  - Required customer resources will be available when and as they are needed.
  - Access to subject matter experts (SMEs) will occur as needed

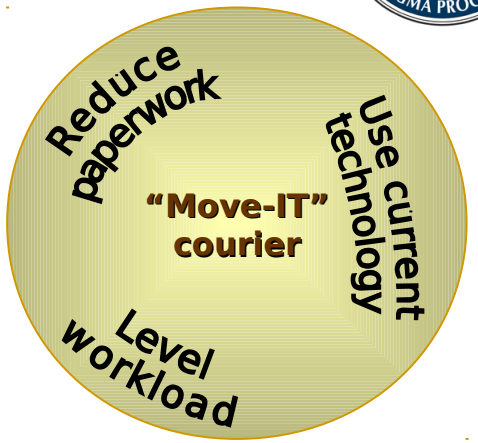
- **Scope Assumptions:**
  - No change(s) in Title 40/CCA Certification and Confirmation statutory requirements
  - Certification and confirmation is dependent on compliance with Title 40/CCA requirements

In-and-Out Scoping

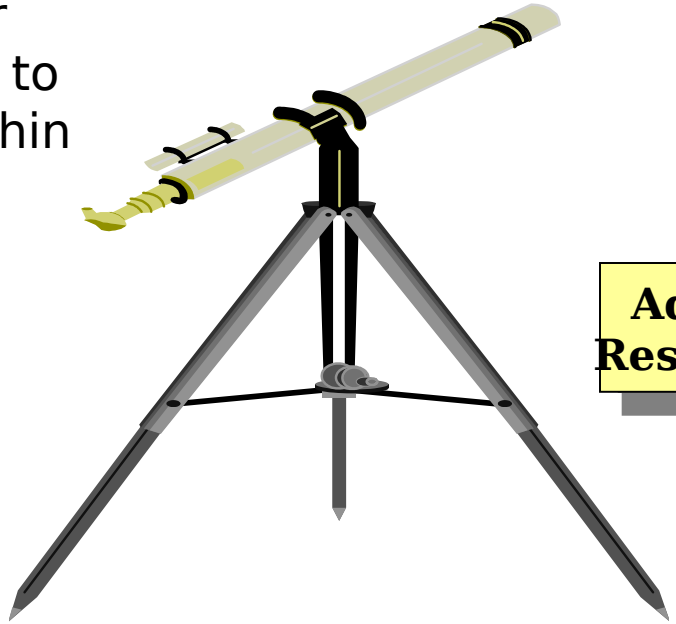
1. Brainstorm key issues/concerns/constraints/tasks
2. Write each on a post-it note
3. Draw a circle on a flipchart to indicate project boundaries
4. Place the notes either inside or outside the circle's boundaries to reflect whether the issue is within the team's projected scope
5. Discuss and gain consensus
6. Report out to group

Pricing Changes

Out of Scope (constraints)



IN SCOPE



Out of Scope

Adding Resources

Customer Changes

Scope Recap from 8/18 Meeting …

IN SCOPE

1. How SME's at component & OSD levels process their requirements
    1. How Component & OSD Subject matter Expert's (SME's) process their individual CCA compliance elements (MAE)
2. The need to identify & address requirements for compliance, review required documentation, and clearly demonstrate compliance
    1. The need to identify & address compliance elements, review required documentation, and clearly demonstrate compliance (MAE)
3. Multiple reviews within the same organization
    1. Multiple reviews of a single CCA within the same organization (WM)
    2. Requirement for multiple CCA Certifications for a single program/block (i.e., MS A, MS B, FRPDR) (WM)
    3. Programs reviewed multiple times (i.e. at Milestones A, B and C/Full Rate Production) within the same organization (MAE)
4. Understand criteria of CCA elements

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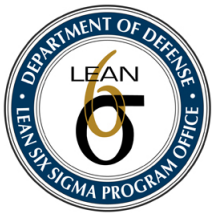

5. Enforcement of CCA elements
    1. Enforcement of CCA compliance elements (MAE)
    2. Identifying CCA critical path documents (e.g., BPR, AoA, EA) (WM)
6. Review how process improvements may drive regulatory changes (e.g., DoDI 5000.02)
    1. Review how CCA compliance process improvements may drive regulatory changes (e.g., DoDI 5000.02)
7. Reduce: (streamline) required documentation, redundancies, staffing time & signatory cycle time
8. Economic Analysis (EA), Analysis of Alternatives (AoA), Information Assurance (IA) Strategy Analysis and BPR must be conducted on the process and supporting systems to determine effects and ID project wins
    1. Economic Analysis (EA), Analysis of alternatives (AOA), Information Assurance (IA) Strategy Analysis and Business process reengineering (BPR) to be conducted on the CCA Certification/confirmation processes and supporting systems to determine effects and identify project wins (MAE)

Scope Recap from 8/26 Meeting …

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9. Relationship to Title 40/CCA requirements must be evaluated (CJCSI 6212.01; Interoperability and Support; IT/NSS)
    1. Relationship of CCA elements to other policy areas (e.g. CJCSI 6212.01, Interoperability and Support, CJCSI 33170, JCIDS) (MAE)
10. Title 40/CCA Component CIO roles & responsibilities
    1. CCA Certification/Confirmation process Component CIO Roles & Responsibilities (MAE)
11. Review CJCSI 3170.01 (JCIDS) documents re how changes may impact Title 40/CCA
12. Review to determine how various processes support DOD core/functions & verify that Acquisition processes follow DoD Enterprise Architecture
    1. Assess how CCA certification/Confirmation processes support DOD core/functions and DoD Enterprise Architecture (MAE)
    2. No known reason that acquisition process should follow the EA (WM)

Scope Recap from 8/26 Meeting …

13. Mission needs & “must have" requirements identified
    1. "Must Have" criteria identification (MAE)
14. Use of Performance Measures and accountability standards
    1. Criteria for Performance Measures and accountability (MAE)
15. Understanding & knowledge of Title 40/CCA certification and confirmation process (i.e. members w/o knowledge should read the document)
    1. Understanding & knowledge of actual Title 40/CCA certification and confirmation process requirements through review of the statutes, CCA compliance Certification/Confirmation assessment elements review and evaluation (MAE)
16. Review CCA certification assessment questions

Scope Recap from 8/26 Meeting …

OUT OF SCOPE

1. Addressing how & if process owners reflect CCA requirements in their directives
2. Making changes to Title 10/Title 40
3. Addressing annual guidance or training requirements for CCA preparers
    1. Addressing annual guidance or training requirements for CCA Compliance Certification/Confirmation submission preparers (MAE)
4. Addressing BPR, AoA, EA, IA, ISP, etc. from the perspective of what the requirements for each of these are
5. Addressing differences among DoD Services/Agencies (confirmation/certification)
6. Changing JCIDS process (WM)
7. Changing PPBE process (WM)

Project Scoping Issue: How to Determine Compliance

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- **Define: What does it mean to be in compliance with Title 40/CCA?**

- **Title 40/CCA Compliance as required by (DoDI 5000.2, Encl 4 – Table E4.T1)**
  1. Support core functions
  2. Establish outcome-based performance measures (MOEs)
  3. Redesign the processes that the system supports (BPR)
  4. Determine no private or gov't source can support the function
  5. Conduct an analysis of alternatives (AOA)
  6. Conduct an economic analysis (EA)
  7. Develop measures and accountability for program progress
  8. Ensure acquisition is consistent with the Global Information Grid (GIG)
  9. Ensure program has an information assurance (IA) strategy
  10. Ensure, to the maximum extent practicable, 1) modular contracting and 2) program implemented in phases
  11. Register systems in the DoD IT Portfolio Repository

- **Define: What should be the extent of examination of each element to determine compliance? How to determine compliance for each element at different acquisition milestones – metric: ranges or minimums?**

- **Challenge: Determining/Defining the "Must Have" level of examination required & designing the process to assess and monitor compliance at a milestone.**

"Scope defines the project boundaries, addressing what will and will not be explored"

CCA/40 Process Flow – Layer 0

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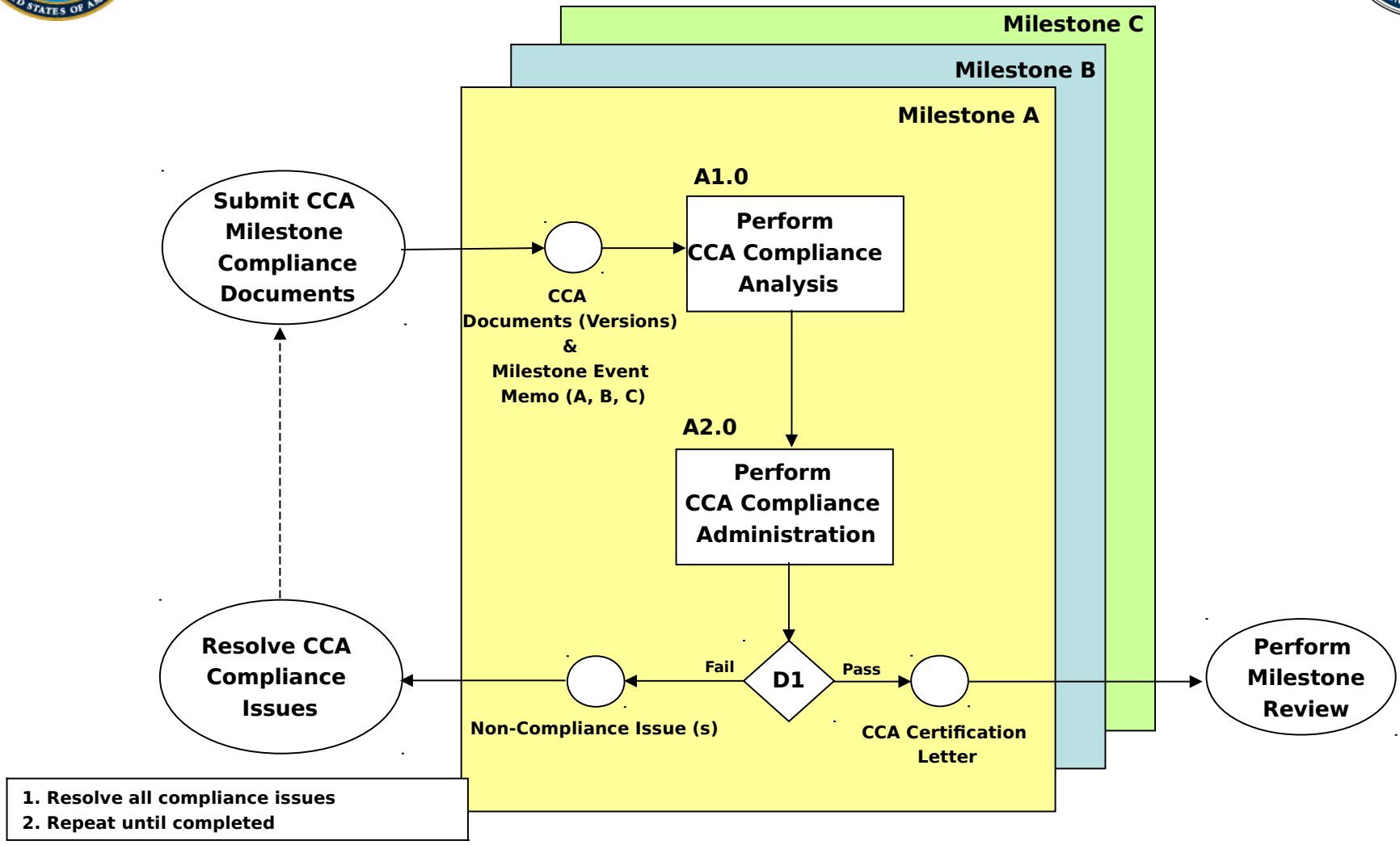

Assumption: One common CCA Compliance & Certification process for all Milestones.

SIPOC CCA Compliance

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Process Concentration SIPOC

Suppliers	Inputs	Process	Outputs	Customer
PMs	Draft Documentation	SME Review /Feedback	Approved Documentation	OSD SMEs
PEO				Component SMEs
Program Sponsor				War Fighter (Ultimate)

If Rejected

Pre MS A / MDD	MSA	MSB	MSC	FRP
	Performance Measures / MOEs			
	Process Redesign			
		AOA/EA		
		GIG		
		IA		

SIPOC CCA Certification (Administrative)

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Process Concentration SIPOC

Suppliers	Inputs	Process	Outputs	Customer
DOD CIO Office				DOD CIO
Component CIO				Congress

MAIS Certification Process – 'AS IS'

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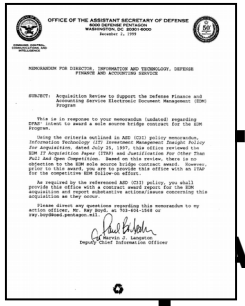
1 PM Develops Title 40/CCA Compliance Table

DoD 5000.2 Encl 4, E.4T1

2 Component CIOs *Certify* Title 40/CCA Compliance & *Prepare* Certification Memo to DoD CIO

3 DoD CIO *certifies* Title 40/CCA Compliance based on Component CIO input & document review



Acquisition Decision Memorandum

4 DoD CIO *Notifies* MDA of Title 40/CCA Compliance

5 DoD DCIO *Coordinates/Prepares* Certification Memo to Congress IAW (Sec. 8068)

6 DoD CIO Certifies to Congress

8068 REPORT TO CONGRESS

7 Congressional Defense Committees

Project Identification Approach

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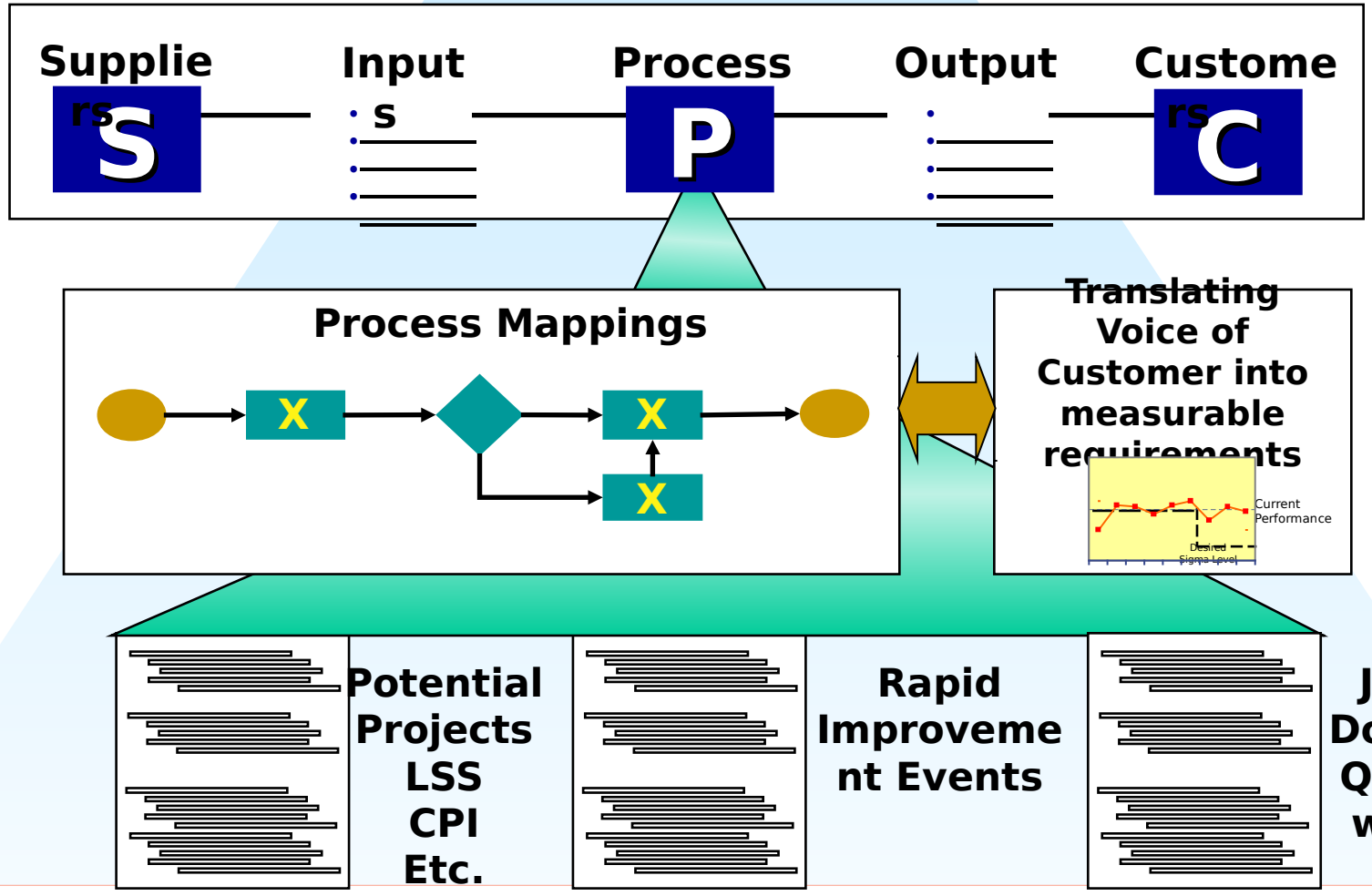
Title 40/CCA LSS Initiative



Identifying Your Customer

- **A customer is anyone who receives or uses the *Outputs* of a *Process*.**
  - **Internal Customers: "Process Partners" (VOB)**
    - Stakeholders, departments, and/or employees within your organization or section of the government
    - They use your product/services or they transform your Inputs (products or service) into their Outputs.
  - **External Customers: "End Users" (VOC)**
    - Individuals or organizations outside your company or section of the government
    - They use what we produce or deliver.
    - They buy our product/service in its final form.
    - They are the reason we are in business.

"They are the reason your job exists"

What do customers want?

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QUALITY → Product or Service Features, Attributes, Dimensions, Characteristics Relating to the Function of the Product or Service, Reliability, Availability, Taste, Effectiveness - Also Freedom from Defects, Rework or Scrap

COST → Prices to Consumer (Initial Plus Life Cycle), Repair Costs, Purchase Price, Financing Terms, Depreciation, Residual Value

DELIVERY → Lead Times, Delivery Times, Turnaround Times, Setup Times, Cycle Times, Delays

ERVICE / SAFETY → Service Requirements, After-Purchase Reliability, Parts Availability, Service, Warranties, Maintainability, Customer-Required Maintenance, Product Liability, Product/Service Safety

ORPORATE ESPONSIBILITY → Ethical Business Conduct, Environmental Impact, Regulatory and Legal Compliance

We are all challenged with understanding how our customers define and prioritize the various needs and expectations they have. It makes it even more challenging when they vary by products and/or service , and by customer segment/type.

Who are our Customers?

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- **Tile 40 /CCA Customers**
  - **Identified by the Title 40/CCA working team at the SIPOC work session conducted on 18 August**
    - Congress
      - Congressional Defense Committee
      - GAO
    - The “War Fighter” (i.e.., COCOM, CNO)
    - OMB
    - DoD CIO and Component CIOs
    - DoD Components requesting certifications & confirmations
      - PEO
      - PMs
      - OGC
      - IG
    - Program Sponsors and PMs seeking milestone approval (Milestone Decision Authority (MDA))
    - Contracting Officers
    - OGC
    - DoD IG
    - SMEs in 11 elements (OSD and Components)
      - PA&E
      - Comptroller
      - GIG
      - IA
      - Private and government sources

SIPOC Example 1: PPBE Issue Process

SIPOC Example 1: PPBE Issue Process

Suppliers	Inputs	PPBE Issue Process:	Outputs	Customers
• DASDs • Congress • DAWG/3 start C2CIB • Components (DoD)	• Prior Issues Accepted/ Rejected by ASD NII • Program Requirements Changes • Statute	Start: Perform pre-work → ID potential issues → Define Issues → Socialize & staff Issues → Management Determination → End: Confirm upload submitted	• Issue Papers • Community Support • Money awarded to project	Internal • Mr. Grimes • PA&E External • War fighter?

VOB: Quality, Speed, Cost — VOC

Input Metrics	Process Metrics	Output Metrics
•Issues per year •Level of Effort	•Rework time	# of issues, offsets and enhancements that are accepted for (1) program and (2) budget review
•Timing of input •Total length of time req'd	•Cycle Time	?Cost of resources to rework and produce issue papers
•$ to develop/champion •USG/contractor costs		FTE required to complete issues

SIPOC Example 2: Reducing Response Time for Congressional Inquiries

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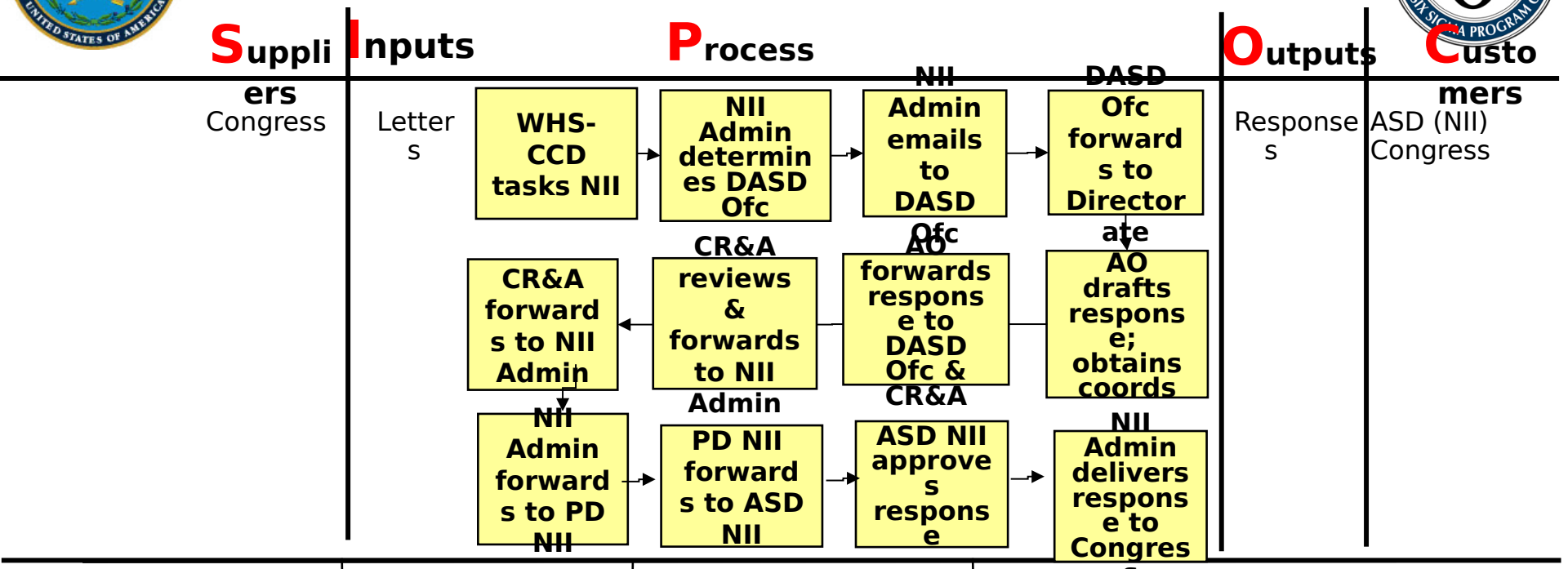
Suppliers | **I**nputs | **P**rocess | **O**utputs | **C**ustomers

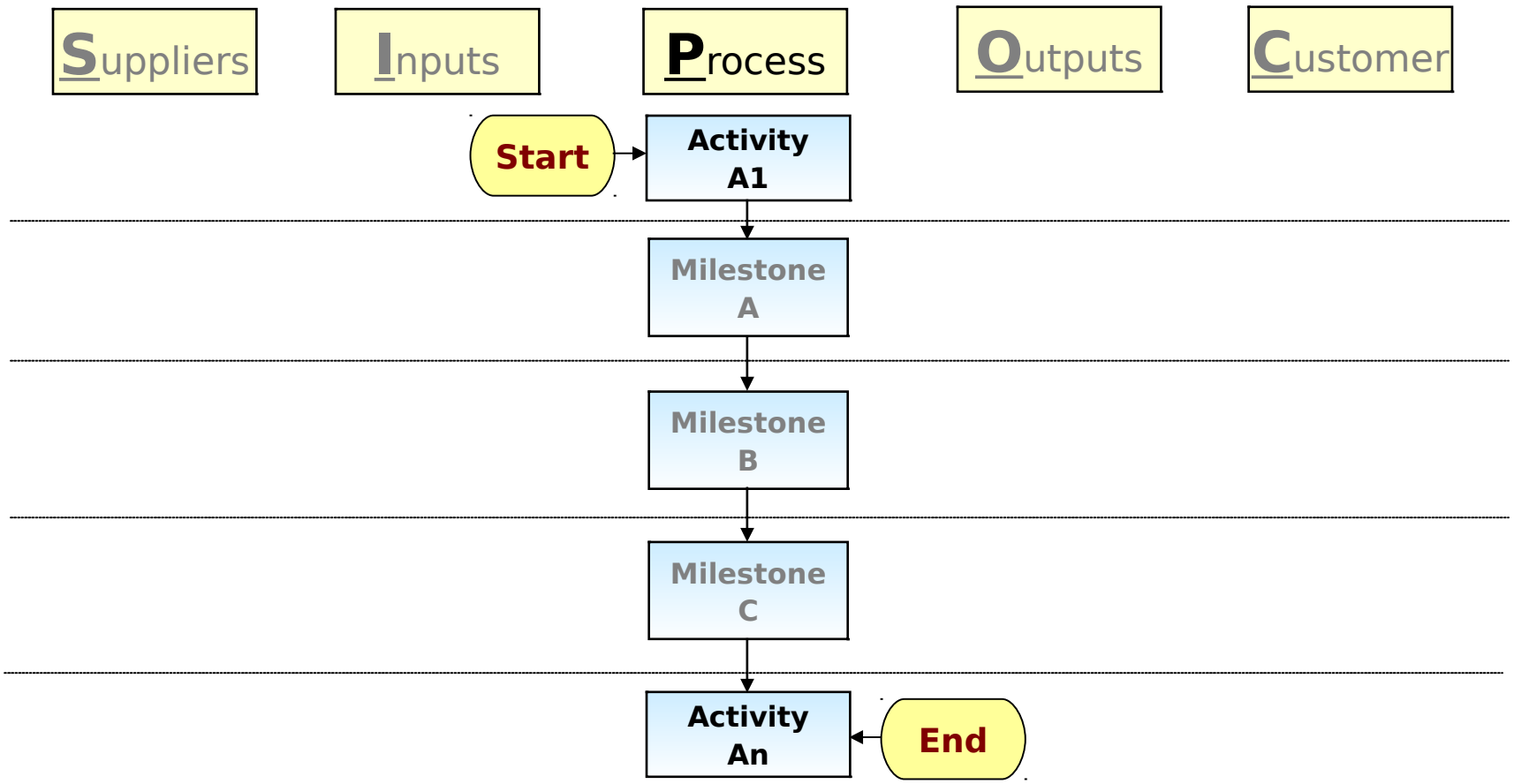

Congress
Letters
WHS-CCD tasks NII
NII Admin determines DASD Ofc
NII Admin emails to DASD Ofc
DASD Ofc forwards to Directorate
AO drafts response; obtains coords
AO forwards response to DASD Ofc & CR&A
CR&A reviews & forwards to NII Admin
CR&A forwards to NII Admin
NII Admin forwards to PD NII
PD NII forwards to ASD NII
ASD NII approves response
NII Admin delivers response to Congress
Responses
ASD (NII)
Congress

Customer	Input Metrics	Process Metrics	Output Metrics	
ASD(NII)	• Clarify of inquiry • Number of inquiries/week	% rework at each step Coordination	Response accuracy and tone	**Quality**
ASD(NII) Congress	Time to receive request	• # of process steps • Time to complete steps • Time to deliver response • Delay time between • Response cycle time w/in 7 days	Response cycle time w/in x days	**Speed**
		12 man hours/per month for reworks, $60 per hour of labor	**100% on time delivery (<20 days)**	**Cost**

Identify Our Process Boundaries and Customers

- What is the Start and End of the Title 40/CCA Certification & Confirmation Process?

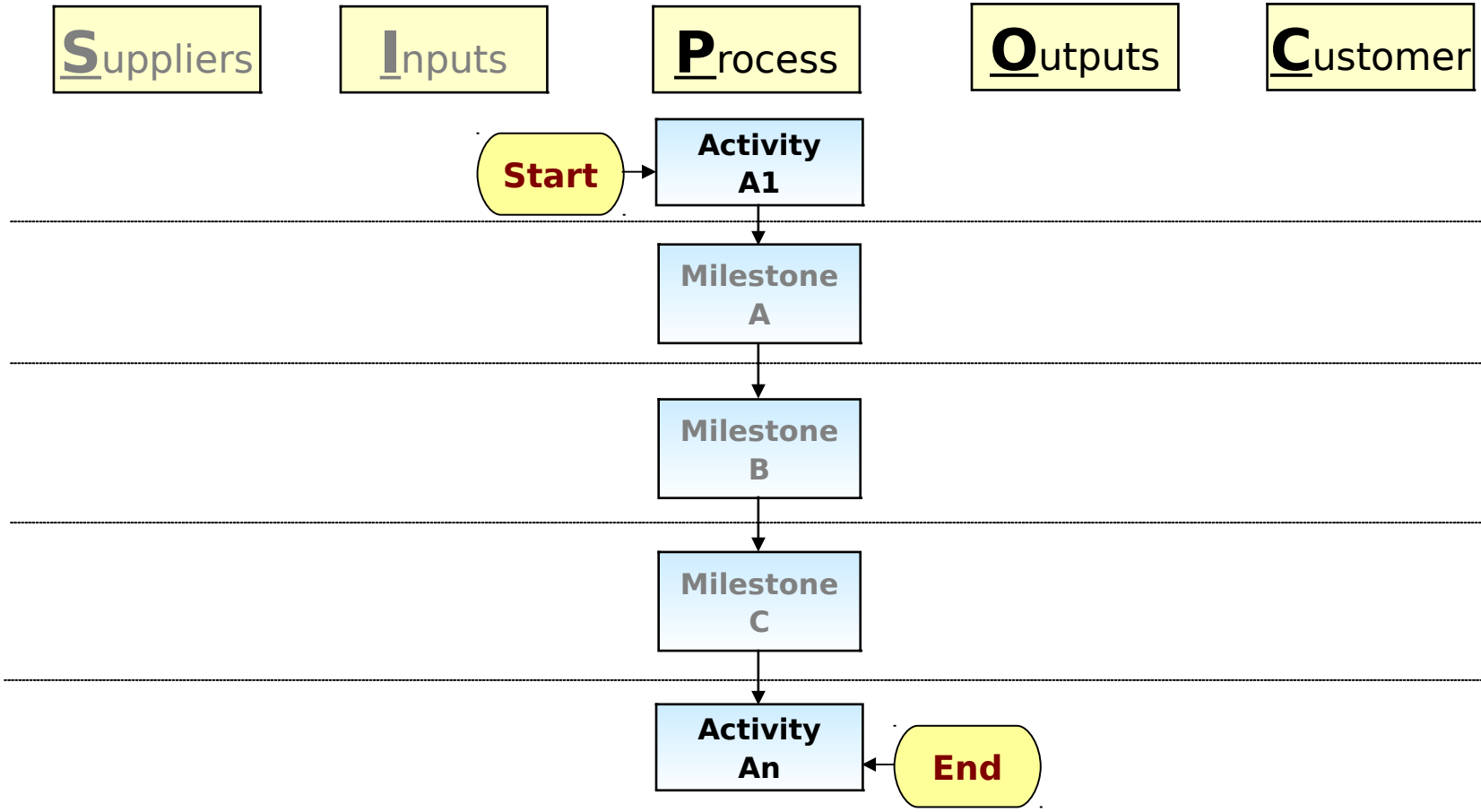
Title 40/CCA Certification and Confirmation Process



Identify Our Process Boundaries and Customers

- Who are the Title 40/CCA Certification & Confirmation Process customers?
- How do we measure their satisfaction with this process?

Title 40/CCA Certification and Confirmation Process



SIPOC How-To's & Instructions

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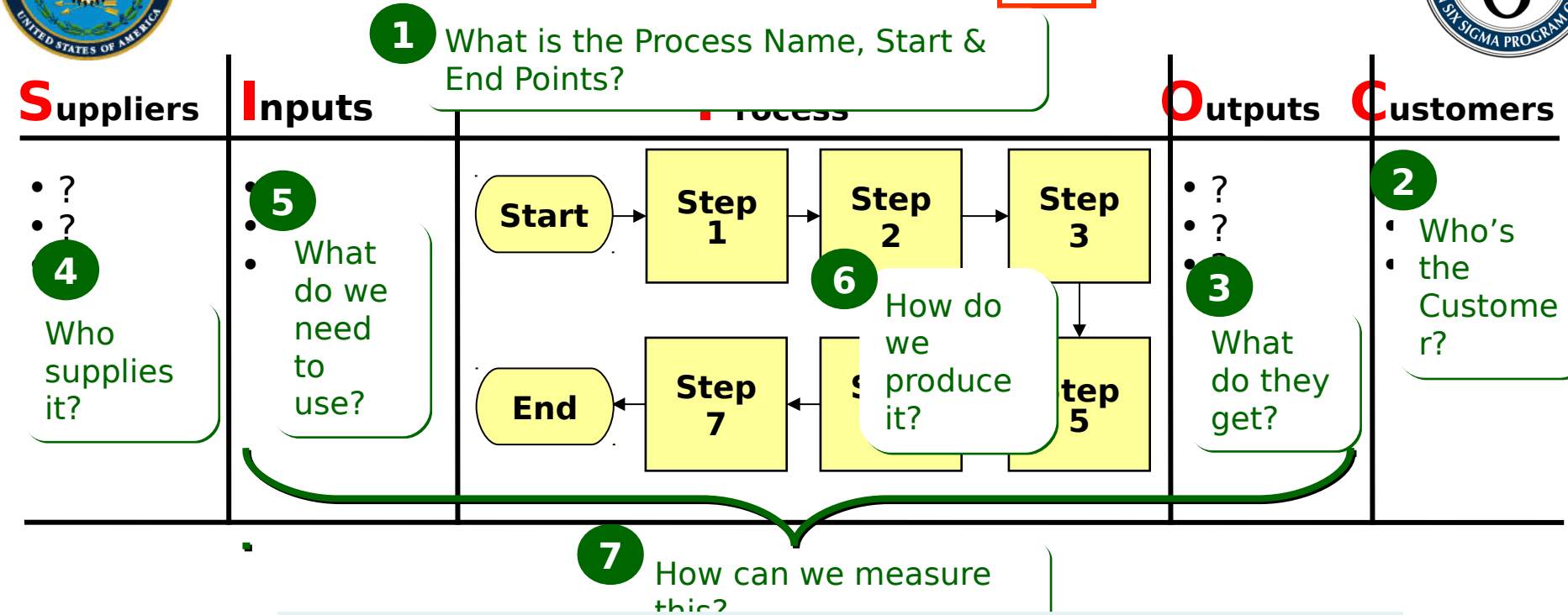

Exercise Instructions

1. **Review the Process Start and End points (previous exercise)**
2. **From the homework and others feedback identify the customers (C)**
   a. **Write each on a post-it note**
   b. **Place the notes on the appropriate VOB or VOC block**
3. **Identify the Outputs (O) the customers and the business produce**
4. **From the homework and others feedback identify how**

Identify Our Process Boundaries and Customers

- Start – a decision is made (e.g., JROCM or ADM)
- Stop – CCA Certification or Confirmation signed by appropriate CIO

CCA Certification and Confirmation Process

Suppliers	Inputs	Process	Outputs	Customer
Functional Sponsor	Required Capability MOEs	Start JCIDS	ICD (inc MOEs)	JROC
Functional Sponsor	User Team AoA Team	5000.02	3 Pesky Questions AoA	MDA
Program Manager	Multiple	5000.02	EA APB Architecture IA Strategy Registration	MDA
Contracting Officer	Requirements Procurement law	FAR	Modular Contract	MDA
MDA	All Outputs	CCA End	CCA Certification	Congressional Defense Committees

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	Clinger Cohen Process
Milestone A (MAIS Only)	
Core Functions	ICD
Outcome Based Performance Measures	ICD, APB
Business Process Re-engineering	ICD, Concept of Ops, AOA
No Private or Government Better	Acquisition Strategy, AOA
AOA	AOA
EA	Program LCCE, Program EA for MAIS
Acquisition Measures	Acquisition Strategy, Acquisition Program Baseline
Milestone B	
Core Functions	ICD
Outcome Based Performance Measures	ICD, CDD, APB
Business Process Re-engineering	ICD, CDD, Concept of Ops, AOA
No Private or Government Better	Acquisition Strategy, AOA
AOA	AOA
EA	Program LCCE, Program EA for MAIS
Acquisition Measures	Acquisition Strategy, Acquisition Program Baseline
GIG	APB (Interoperability KPP), C4ISP (Information Exchange Requirements
IA Strategy	Information Assurance Strategy
Modular Contracting, Incremental Development	Acquisition Strategy
Registration	Registration Database
Milestone C/FRP	
Core Functions	ICD
Outcome Based Performance Measures	ICD, CDD, CPD, APB
Business Process Re-engineering	ICD, CDD, CPD, Concept of Ops, AOA
No Private or Government Better	Acquisition Strategy, AOA
AOA	AOA
EA	Program LCCE, Program EA for MAIS
Acquisition Measures	Acquisition Strategy, Acquisition Program Baseline
GIG	APB (Interoperability KPP), C4ISP (Information Exchange Requirements
IA Strategy	Information Assurance Strategy
Modular	Acquisition Strategy
Registration	Registration Database
PIR	PIR Plan developed at MS C

AIR FORCE CCA COMPLIANCE PROCESS - Slide 1

Title 40/CCA Working Team

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Utilizing CCA and DoD and AF policies and instructions, the Air Force has designed a process to ensure that MAIS and MDAP (ACAT I) programs are in compliance with CCA. Confirmation of compliance with CCA has been defined by DoD as verifying compliance with the 11 key elements that are identified in DoDI 5000.2 (Enclosure 4). CCA compliance is the responsibility of the Chief of Warfighting Integration and Chief Information Officer (CIO) of the Air Force (SAF/XC).

We recommend that, to ensure that obtaining CCA confirmation from the AF CIO's office does not negatively impact program schedules, the acquisition team/program manager takes into consideration the time required to obtain CCA confirmation of compliance when developing the project schedule, preparing program documentation, and approaching program Milestones. PMs are encouraged to submit drafts of the CCA Compliance Report itself and supporting documentation to SAF/XCPP at least four months before the milestone review is scheduled to allow sufficient time for multiple review and revisions, if needed. A schedule should also be developed for specific documents that directly support CCA compliance, such as the Information Assurance Strategy (IAS) and the Information Support Plan (ISP). These documents usually take much longer to prepare than four months so an appropriate amount of time should be set aside for their preparation. IASs and ISPs can be submitted for review before the CCA Compliance Report is submitted, or they can be reviewed at the same time as the CCA Compliance Report.

A single point of contact has been established in SAF/XCPP for CCA compliance. This results in the avoidance of multiple reviews and taskings on the same documents. The person who coordinates CCA Compliance Report reviews also coordinates the review of other CCA-related reviews (e.g. acquisition and milestones) and coordinates with those responsible for other certification processes, such as NDAA.

When a program's draft CCA Compliance Report is ready for review, the program's PM should notify SAF/XCPP that a draft CCA Compliance Report will be forthcoming. Once notified, SAF/XCPP staff will set up a folder for that particular program in the CCA folder on the XC "X" Drive. That folder, accessible to our Subject Matter Experts (SMEs), will include all drafts of the CCA reports and all supporting documentation and correspondence (except for the ISP, which is located on a different site). That folder will also include sub-folders for all XC CCA activities related to the program including Acquisition Strategy Panels, Air Force Review

AIR FORCE CCA COMPLIANCE PROCESS – Slide 2

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After the program's draft CCA Compliance Report is received by SAF/XCPP, XCPP will notify the SMEs that the documents are available for review. SAF/XCPP employs a consistent and repeatable review protocol that is conducted as quickly and comprehensively as possible (usually about two weeks for the review of a first draft CCA Compliance Report). All CCA Compliance Reports undergo a rigorous review process coordinated by SAF/XCPP that includes SMEs drawn from across XC (XCPPB, XCPPI, XCPA, XCT, and AFFMA), and AFCAA. The SMEs address resource and cost issues; information assurance; net-centricity, GIG compliance, and enterprise architecture; space; spectrum management; ISP compliance; and EITDR registration. As part of that process, XC also reviews the program's ISP and IAS. We also ask other XC offices to review the report in case they have any XC equities in the program.

The SMEs review the draft CCA Compliance Report and any accompanying documents in terms of the CCA compliance requirements that pertain to their area of expertise. They then provide to SAF/XCPP an item level assessment consisting of a brief narrative assessment and a recommended evaluation criteria (e.g., compliant, marginal, or non-compliant). If there are issues that require resolution, SAF/XCPP will coordinate and then send the collective SME item level assessments to the PM. SAF/XCPP will separately notify the program's CCA POC when the IAS is approved by SAF/XCPPI.

The desired outcome of the SAF/XC CCA review and approval process is a final CCA confirmation or certification assessment that recommends the program under review be formally confirmed or certified as CCA compliant. Therefore, we will conduct as many reviews of the draft CCA Compliance Report until all are satisfied that the document is ready for formal submission by the program to SAF/XC for approval, and for a subsequent formal and final review by SAF/XCPP.

After an approved CCA Compliance Report has been prepared by XCPP, XCPP prepares a package for SAF/XC-2 that includes the CCA Compliance Report (including signature sheet), a PowerPoint presentation that describes and analyzes the CCA report, and a memorandum for XC-2's signature that indicates his approval of the CCA Compliance Report.

If approved, SAF/XC will transmit to the DoD CIO (1) a signed memorandum that states that the project is being

PEO Acquisition Process

D/CCA Working Team

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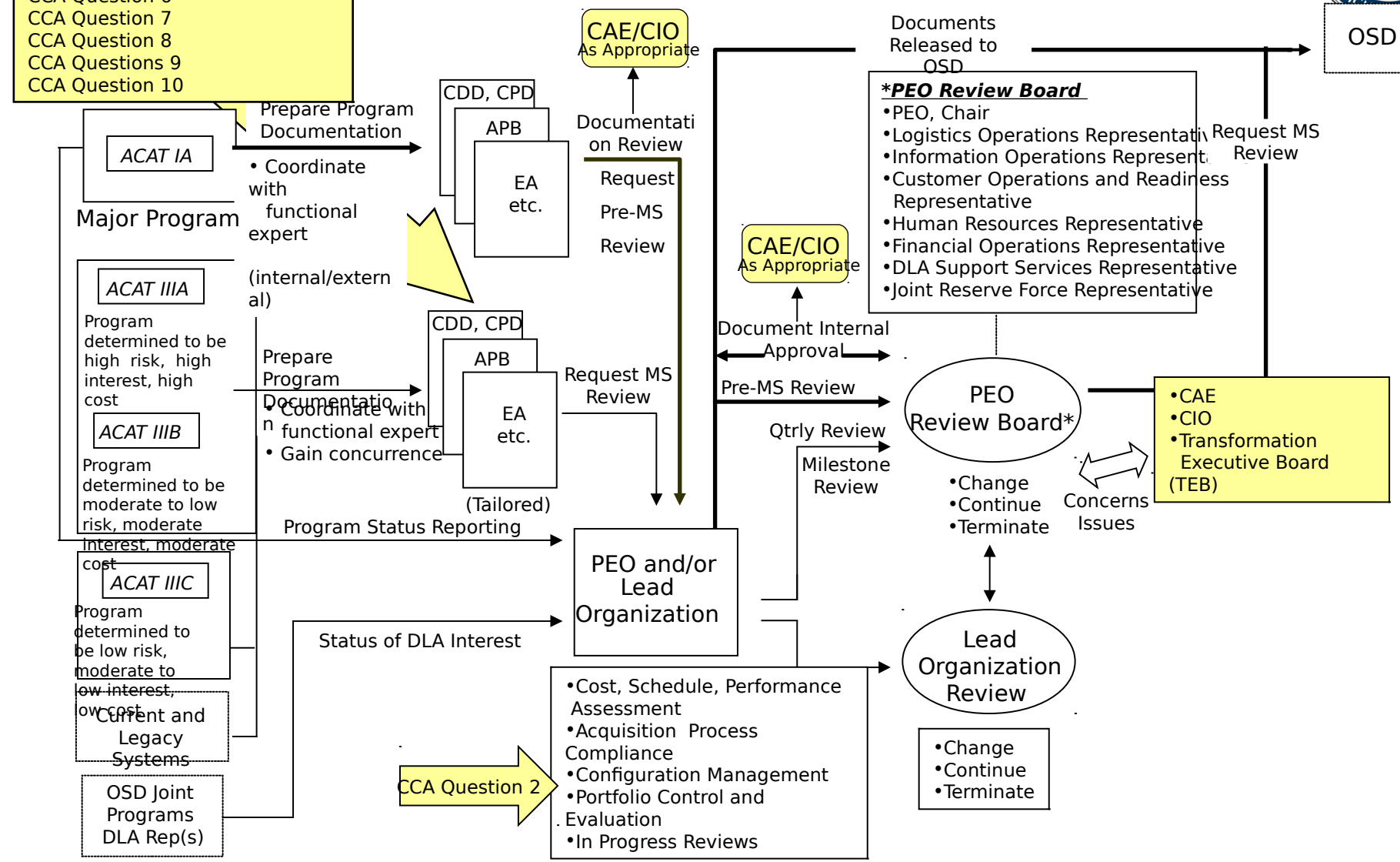
Supports the following CCA Elements

CCA Question 5
CCA Question 6
CCA Question 7
CCA Question 8
CCA Questions 9
CCA Question 10



LCM Figure 1

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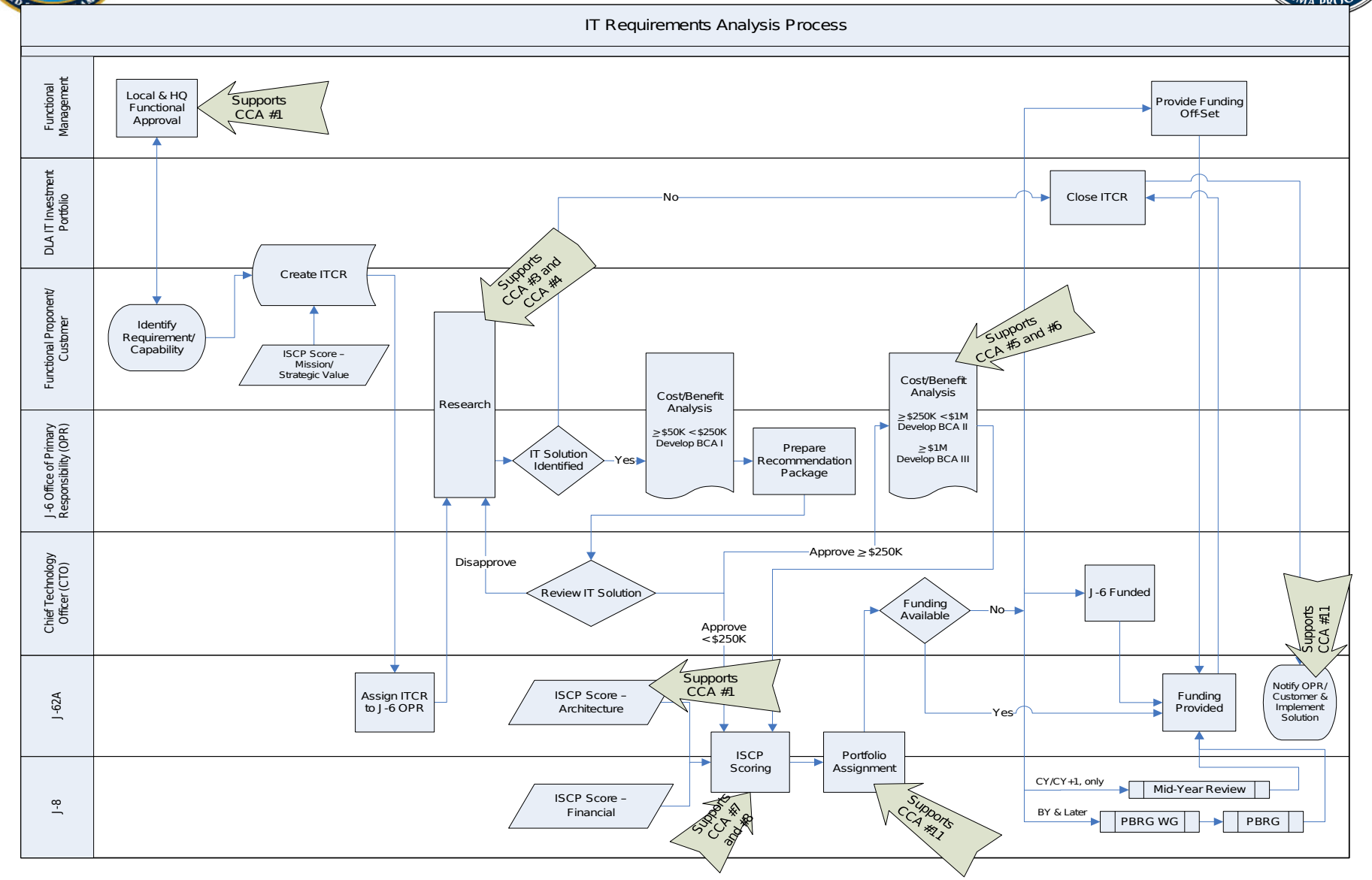
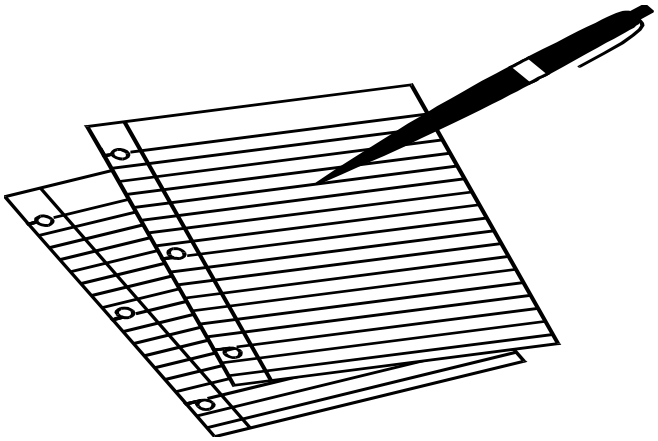


Title 40/CCA Project Planning

- Our project is complex and will require detailed project planning.

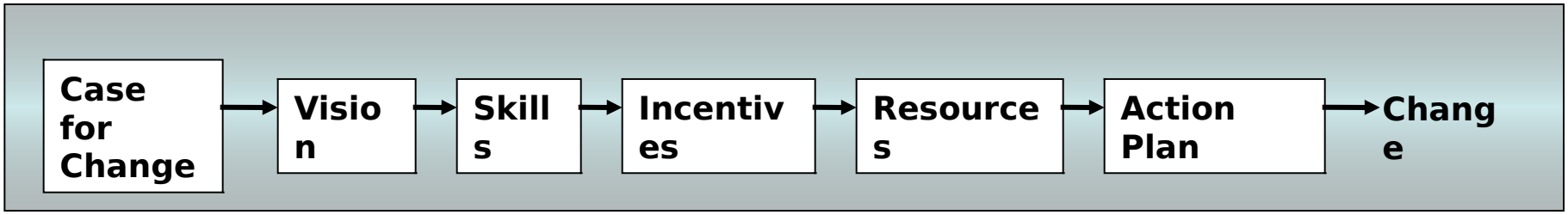
- Project management can serve several functions:
  - At the most detailed level, project management can be used to organize and coordinate the team's project work activities
  - At a task summary level, schedules and deadlines can be reviewed by management
  - At the milestone level, progress can be reviewed and multiple projects can be monitored by executives/sponsors/champions



Managing Risk

- A proactive approach to identifying and managing change resistance is needed.
- Resistance does not go away with time.
- All aspects of complex change need to be managed to make progress.

Consider what we Have and what is Missing



Next Steps

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- Next Meeting:
  - 16 September (every Tuesday: 9 AM – 11 AM, CS4 - Room 310)
- Homework: TBD
- Action Item:
  - TBD
  - TBD
- Focus:
  - TBD

Appendix

Why we are here?...The Issue

The Issue as agreed to by the Co-Sponsors …

The Title 40/CCA Certification and Confirmation process, if done effectively, could be viewed by users as value added rather than burdensome and labor intensive.

DMAIC Summary

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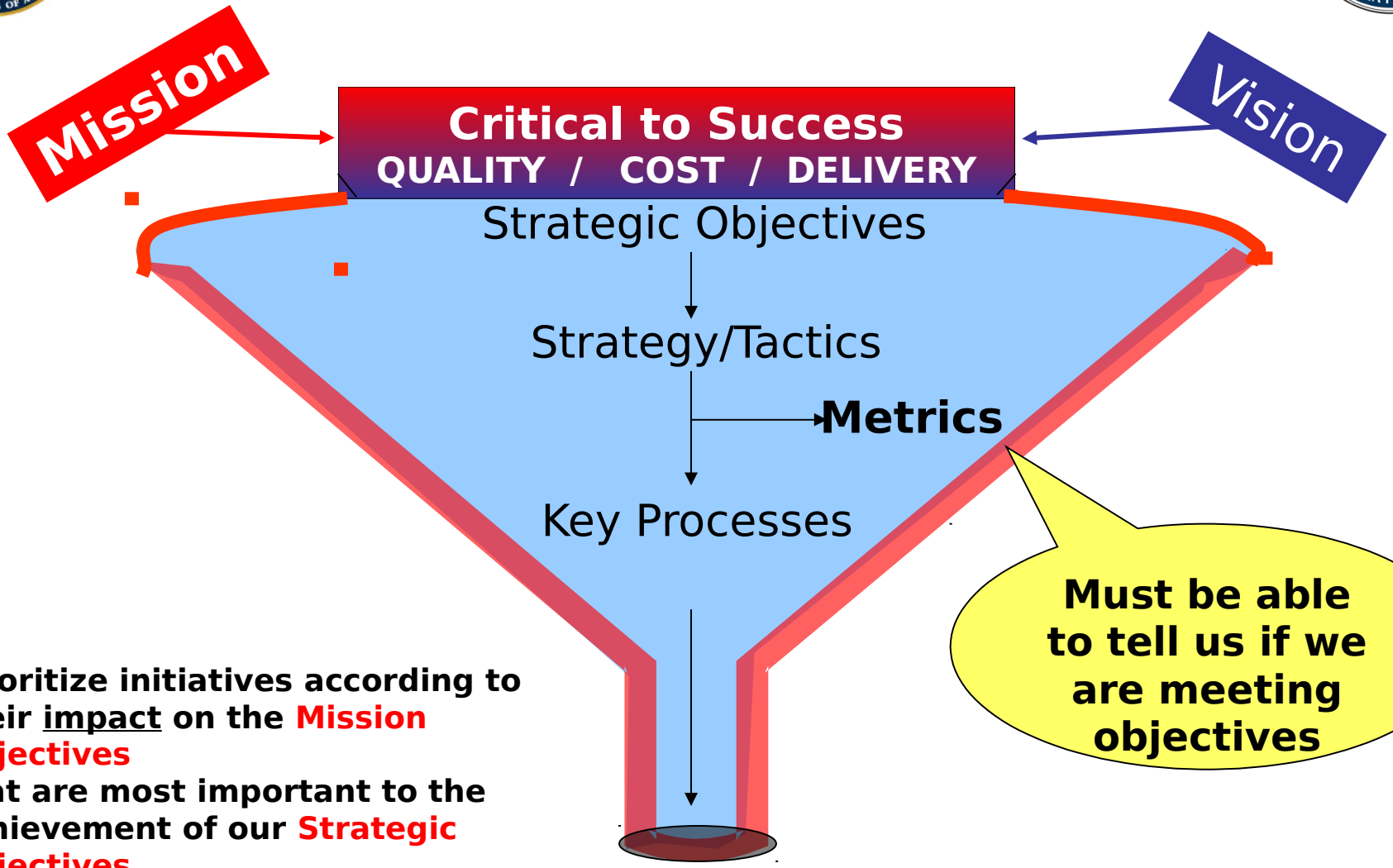
DMAIC Methodology		In Plain Language	
Scope → Define	•Project Charter •CTQ's •Process Map / SIPOC	Problem → Define	•What are you doing and why? •What is most important to achieve? •What part of the process is the focus?
Define Y's → Measure	•Project Y Defined •Y Data Displayed •Data Collection Plan •Process Sigma	How bad? → Measure	•What is your project goal? •Baseline data (how bad is it?) •How will you measure your performance? •How are you performing today?
Y=f(X's) → Analyze	•Identify X's •Very Critical X's •Refine Financial Benefits	Causes → Analyze	•Why does problem exist? •Which causes are most critical? •Benefits of improving the process?
Test → Improve	•Identify & Test Solutions •Select Best Solution •Cost/Benefit Analysis	Solutions → Improve	•Test potential solutions •Pick most effective solution and pilot •Validate cost savings—is it worth doing?
Sustain → Control	•Develop Control Plan •Fully Implement Solution •Communicate Results •Close Project	New SOP → Control	•How do we sustain the gains? •Mistake proofing •Complete implementation plan •Evaluate risks •Change documentation and monitor

Project Identification



Prioritize initiatives according to their impact on the Mission Objectives that are most important to the achievement of our Strategic Objectives.

Process Improvement Projects

SIPOC to Measurement

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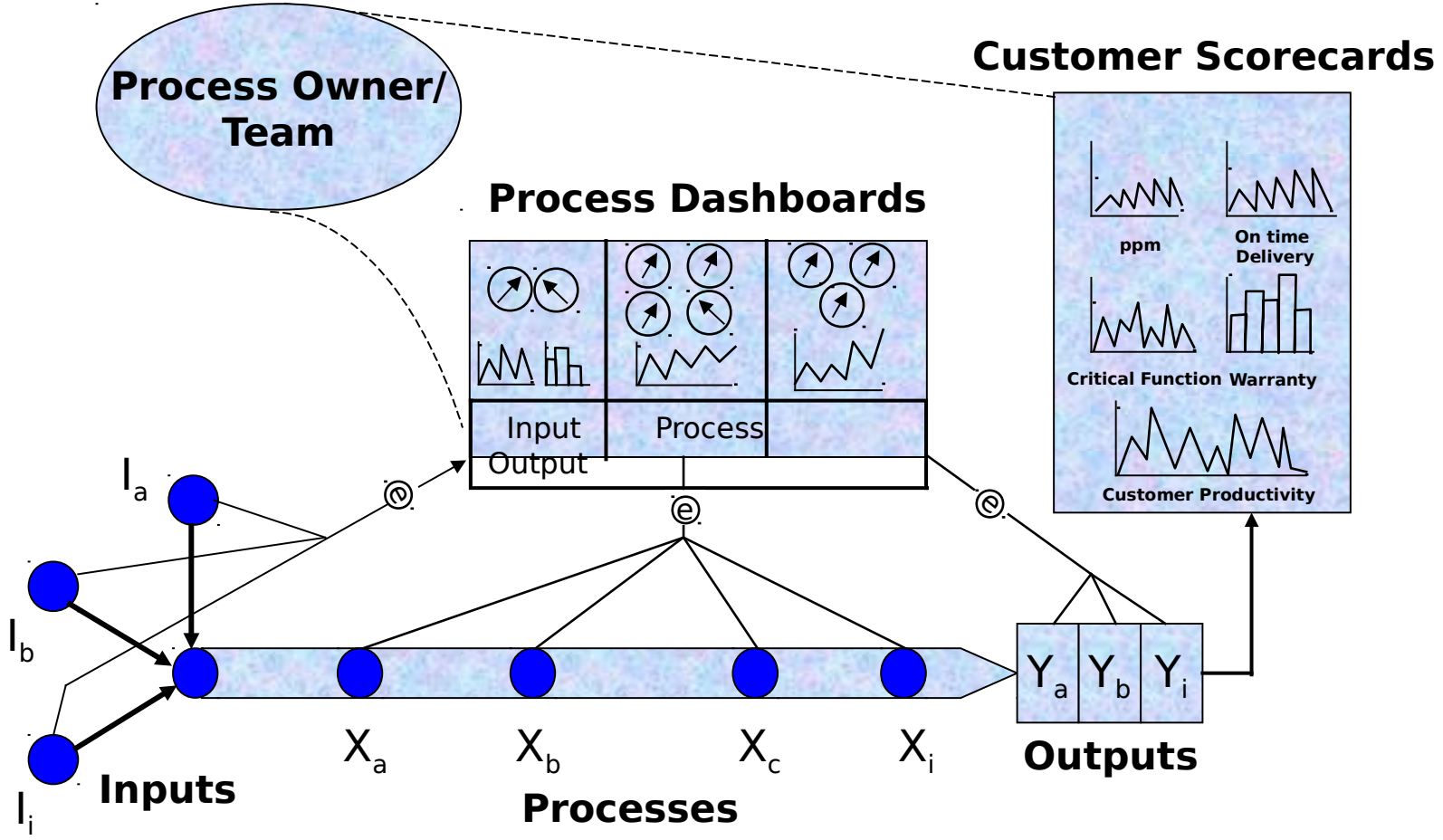

1.0 Define Opportunities

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1.0 Define Opportunities → **2.0 Measure Performance** → **3.0 Analyze Opportunity** → **4.0 Improve Performance** → **5.0 Control Performance**

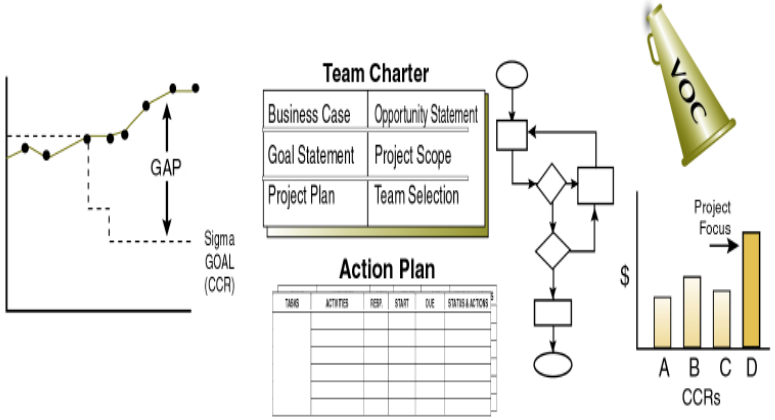
Objective

To identify and/or validate the improvement opportunity, develop the business processes, define critical customer requirements, and prepare themselves to be an effective project team.

Main Activities

- Validate/Identify Business Opportunity
- Validate/Develop Team Charter
- Identify and Map Processes
- Identify Quick Win and Refine Process
- Translate VOC into CCRs
- Develop Team Guidelines & Ground Rules

Potential Tools and Techniques



Key Deliverables

- Team Charter
- Action Plan
- Process Maps
- Quick Win Opportunities
- Critical Customer Requirements
- Prepared Team

Identify Quick- Wins

QUICK WIN CRITERIA

1. **Easy to Implement**: Making the change or improvement does not require a great deal of coordination, planning, or approvals outside of the team's scope.
2. **Fast to Implement**: Making the change or improvement does not require a great deal of time.
3. **Cheap to Implement**: The change or improvement does not require a large investment of capital, human resources, equipment or technology.
4. **Within the Team's Control**: The team and its management are able to gain the support of the people needed to make the change. The scope of the change is within the team's ability to influence its implementation.
5. **Reversible:** If I make a change it can it be reversed quickly, easily and without a lot of resources. Given the fact that the team does not fully understand the effect and implications of making the quick win change, once made, you want to be confident that the change can be reversed without dramatic ramifications. This helps mitigate rework, unnecessary problems, organizational conflict, etc.
6. **Everyone Agrees**: The team must agree that it meets ALL of the above criteria and it's worth while to do. If it takes the team more than a day to come to a conclusion it is not Quick or Cheap or Easy, etc...let it go and consider it in Improve.

All 1 to 6 MUST BE TRUE for an improvement idea to be a quick

Conversion of the VOC to CTQ

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- Teams will often need to translate customer requirements from general, ambiguous, vague or emotional customer feedback or comments.

Voice of the Customer	Key Customer Issue	Critical To Quality
Actual customer statements and comments which reflect their perception of: • An attribute of a product or service • An experience with a product or service or its delivery • An encounter or experience with a business process or representative	The real customer concerns, values or expectations regarding a product or service. Void of emotion or bias, the statement describes the primary issue a customer may have with the product or services. Describes the experience surrounding the attributes of the product or service expected or desired by the customer.	The specific, precise and measurable expectation which a customer has regarding a product or service.
"This mower is way too hard to start."	Wants the mower to start quickly and painlessly	•Mower starts within two pulls on the cord •Mower starts with an effortless pull on the cord no exceeding 24" in length
"I'm always on hold or end up talking to the wrong person."	Wants to talk to the right person quickly	•Customer reaches correct person the first time within 30
"This package doesn't do anything."	The software doesn't do what the vendor said it would do	•Every design feature needed is built into the package •The software is fully operational on the customer's existing system

Measuring Critical to Quality (CTQ Example)

Output Indicator

- Decision delivery cycle time: *From* the first application information given by the customer *to* the customer receiving notice of approval or non-approval.
- Number of times the customer had to provide more information after application submitted.
- Actual delivery time of loan vs. promised approval time.
- Number of promised loans that were not able to be obtained.

How does the customer measure their requirement?

CTQ

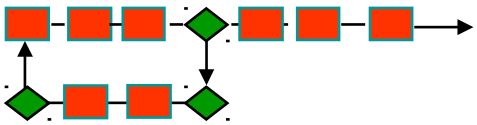
- Decision is made within the 30 days after request is identified.
- Application is accepted by bank the first time.

Process Mapping

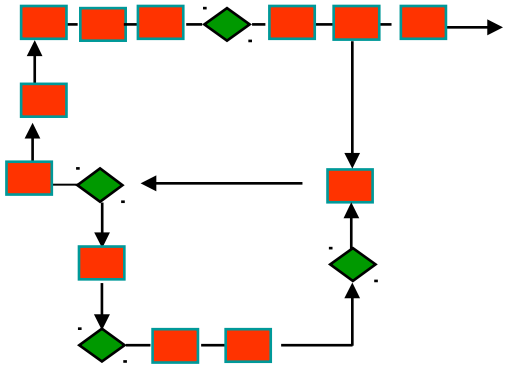
- Helps identify improvement opportunities

Cut Waste
&
Remove
Non-Value Added Activities

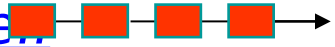
What you *Believe it is...*



What it *Actually is...*



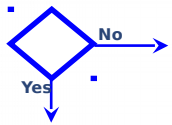
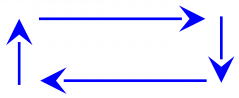
What you *Want it to be...*



Process Mapping Guidelines

- The Process Map should contain enough detail to enable effective analysis
- It should illustrate both the work flow and the organizational interaction
- It should use a common language
- It should capture all paths, decisions, and rework loops
- It should contain adequate detail
  - Too much detail is incomprehensible
  - Too little detail has no analytical value

Standard Process Mapping Symbols

	Start & End Points	Identify the boundaries of the process.
	Activity	What is being done. Indicates necessary and unnecessary activities performed in the process.
	**Decision**	Illustrates decision points and where loops occur in the process. Also used to accept, reject, approve, etc. (yes/no position - close to arrow close and near diamond side)
	**Arrow**	Represents a process path/flow.
	Input or Output	Shows important inputs or outputs without describing in detail.
	Process Connectors	Connect flow to another page or process. (example - from A6 or to A7)
A#	**Activity Number**	Shows the activity in the sequence performed. (positioned at top right of the activity box)
D#	**Decision Number**	Shows the decision points in the sequence performed. (positioned at top right of the decision diamond)

t# can be used on an arrow to denote a point in the process we will or can measure time

2.0 Measure Performance

Title 40/CCA Working Team

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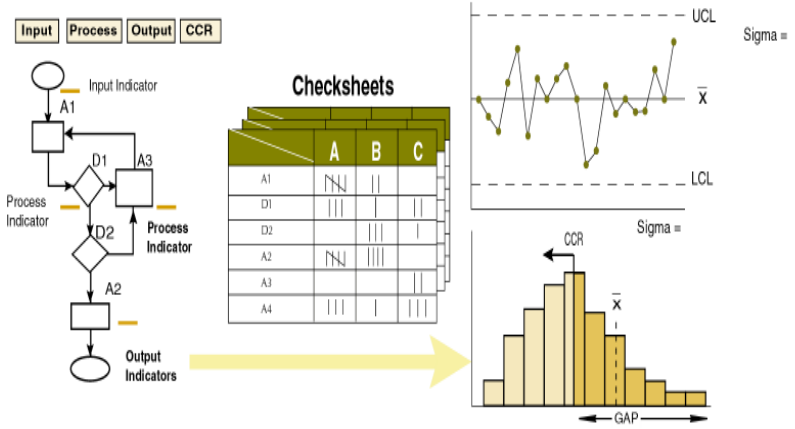
1.0 Define Opportunities → **2.0 Measure Performance** → 3.0 Analyze Opportunity → 4.0 Improve Performance → 5.0 Control Performance

Objectives	Main Activities	Potential Tools and Techniques	Key Deliverables
To identify critical measures that are necessary to evaluate the success meeting critical customer requirements and begin developing a methodology to effectively collect data to measure process performance. To understand the elements of the Lean Six Sigma calculation and establish baseline sigma for the processes the team is analyzing.	• Identify Input, Process and Output Indicators • Develop Operational Definition & Measurement Plan • Plot and Analyze Data • Determine if Special Cause Exists • Determine Sigma Performance • Collect Other Baseline Performance Data		• Input, Process and Output Indicators • Operational Definitions • Data Collection Formats and Plans • Baseline Lean Six Sigma Performance • Productive Team Atmosphere • Storyboard

Title 40 CCA Working Documents

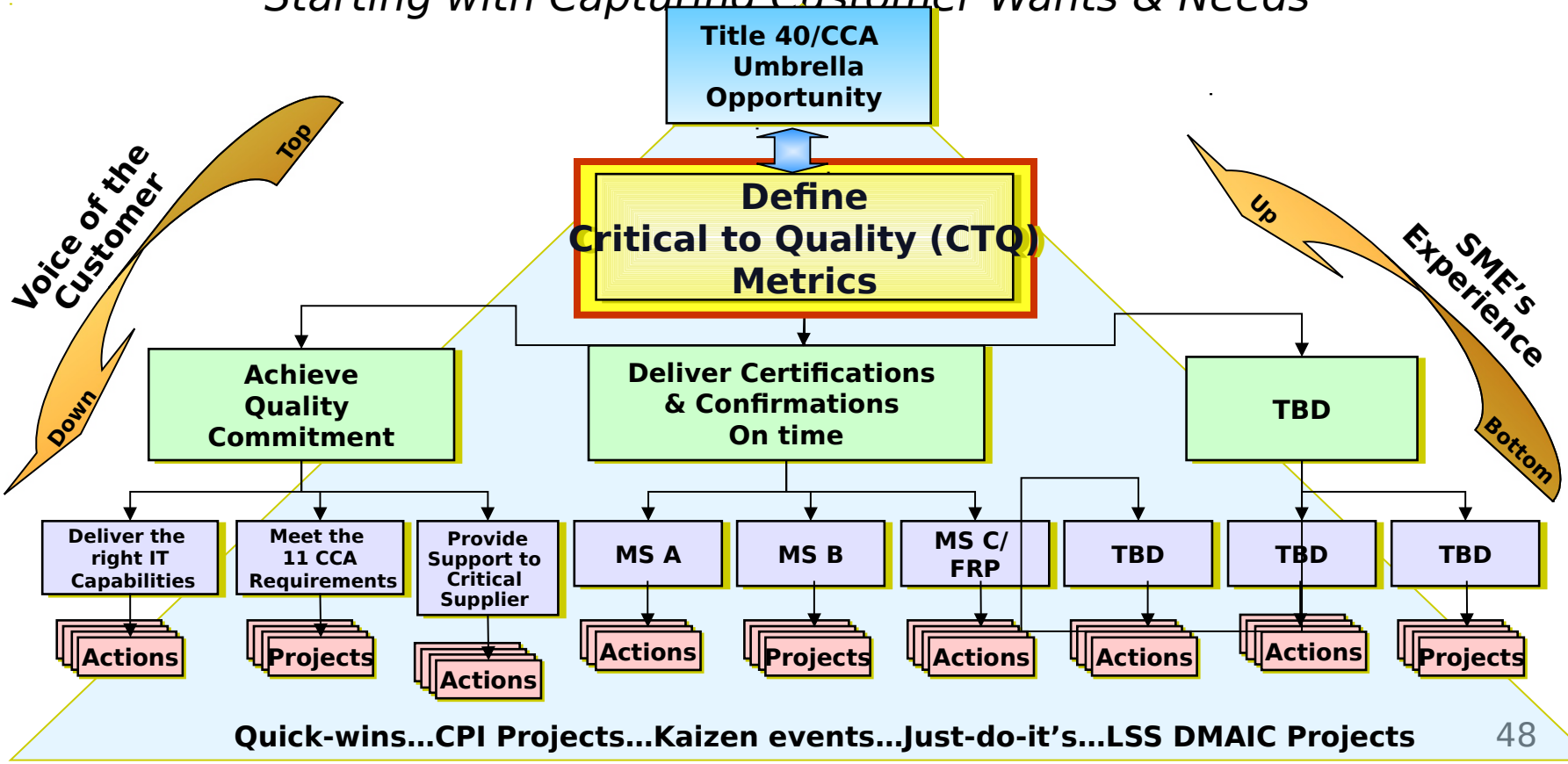
Title 40/CCA LSS Approach…

Defined Critical to Quality Metrics being the Key

Title 40/CCA Working Team **D M A I C**

In order to define high-impact LSS improvement projects, and have short-term results the team will take a top-down bottom-up approach …

Starting with Capturing Customer Wants & Needs



Title 40/CCA … Umbrella LSS Charter

Umbrella Problem/Goal Statement

Who/What: DoD CIO and AT&L

What: The Title 40/CCA process is perceived as non-value added, with redundant inputs, documentation and oversight. Roles, responsibilities, and metrics are unclear, and the process is not consistently executed or linked to the organizational mission and goals.

When: Since Title 40/CCA certification and confirmation requirement began in 2001and further validated by 2005 Assessment.

Scope: The end-to-end Title 40/CCA certification and confirmation process across the DoD.

Goal: Using Subject Matter Experts to provide VOC input, identify process and metric gaps and select

Umbrella Business Impact/Case

Title 40/CCA non-compliance results in violation of federal law/regulation, program delays, cost increases, and ultimately delaying delivery of needed capabilities to the war-fighter.

The Title 40/CCA Certification and Confirmation process, if done effectively, could be viewed by users as value added rather than burdensome and labor intensive.

Homework

Umbrella Team

- **Co-Sponsors:** Mr. Wennergren & Dr. Spruill
- **Co-Process Owners:** Ed Wingfield & Ric Sylvester
- **LSS Master Black Belt:** Tomatra Minor
- **Core Team:** 6 total from DoD CIO and AT&L
- **Extended Team:** 20+ SMEs from different DoD

Proposed Way Ahead

7/07 Kick-off

7/30 Title 40/CCA LSS Champion Awareness Training

8/18 Working team Kick-off (start collecting VOC and metrics data)

9/22 Identify quick wins and projects

10/6 Select and launch DMAIC projects

Title 40/CCA LSS Path to Success

- Viewing the Title 40/CCA Transformation in a series of scoped generations, allows us to Aim at the Short Term desired state with a View of the Future desired state…..thus allowing us to make conscious decisions about what we will and won't do each generation, and allow us to change the generations and plan of action as we know more about what we don's know in our present state.

	Generation 1 (2008)	Generation 2 (2009)	Generation "n" (TBD)
Vision	▸ Framework to manage the complexity of improving the Title 40/CCA process ▸ Process and metric gaps clearly identified to drive CPI/LSS projects ▸ Incremental improvements from better managing effectiveness and efficiency of Title 40/CCA process	▸ Substantial improvement in Title 40/CCA metrics observed and validated with data ▸ Multiple LSS projects in process continuing to further drive improvements	▸ The Title 40/CCA process is viewed by the DoD community as a valuable tool effectively integrated into the way DoD conducts IT acquisitions. ▸ Other agencies use DoD's Title 40/CCA process as a benchmark
Objectives	▸ Complete umbrella charter for joint DoD CIO and AT&L team ▸ Identify process and metric gaps via joint team ▸ Launch 1-3 LSS projects to achieve quality, reduce rework, and reduce cycle time ▸ Implement quick wins with measurable results	▸ Certify Green Belts after successfully completing projects ▸ Complete an additional 3-5 projects ▸ Achieve total cycle time and rework reductions of greater than 50% from Generation 1 baseline	▸ Maintain clearly defined processes, roles, responsibilities and metrics ▸ Monitor process to prevent non-value added activities, cycle time and rework increases from being reintroduced ▸ Ensure performance metrics and feedback remain fully integrated into the process to promote CPI